leaders against Carson. They all admired but disapproved of him. Curzon neither admired nor liked him. Long, who magnified his own influence and position in the Conservative Party, was jealous of the idea of including Carson in a War Cabinet from which he was excluded. So Carson had been kept out of a place for which he was qualified and fitted to a post for which he was unsuited. Every Ministry suffers from these misfortunes and misfits.

A few months' experience of an appointment forced on me against my own judgment of its aptness drove me to the conclusion that a change must be effected in the interests of Sir Edward Carson himself. His own exasperation at the obstacles thrown in the path of effective action was visibly telling on his strength. Someone was needed at the head of the Admiralty with a greater reserve of vitality, with more resource and greater mastery of detail. A conversation I had with Sir Douglas Haig in the early summer of 1917 finally decided me. The Commander-in-Chief was also alarmed at the dismaying ravages of the submarine. He was apprehensive that the War might be lost at sea before he had an opportunity of winning it on land. He had great admiration for Jellicoe's knowledge as a technical sailor, but he thought him much too rigid, narrow and conservative in his ideas. As to Sir Edward

Haw recommends Geddes for the Admiralty

Carson, I am afraid Sir Douglas Haig had no opinion of his qualities as an administrator. He thought he was distinctly out of place at the Admiralty. He strongly urged upon me the appointment of Sir Eric Geddes to that post. The power, and especially the punch, which Sir Eric had displayed in the reorganisation of transport to and in France had made a